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DP/S 62-5907

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18 OCT 1962

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Manpower Survey

REFERENCE: Memo to D/L fm DD/S dtd 16 Nov 62,  
same subject

1. This memorandum is for information only.
2. This memorandum is in regard to those portions of the manpower survey report applicable to this office, which as cited in reference, detailed some difficulty in certain of our planning projects and made other recommendations concerning the Printing Services Division.
3. Since completion of the manpower team's survey, we have gradually changed the status of some of the planning projects discussed. Some have been completed. In one case, the requirement has been canceled. Others are progressing satisfactorily either as internal Agency matters of no urgency or are awaiting Department of Defense action. A recent increase in manning of the Planning Staff will be further enhanced in the near future by the assignment of an additional officer. The status of specific Planning Staff projects is shown in enclosure 1.
4. In regard to the recommendations concerning the Table of Organization of the Printing Services Division, I cannot agree with the conclusions of the survey report. We need the functions performed whether they are in one line branch of this division or whether they are in a staff element. I would like to stress, in addition, that production changes and studies in progress in this division look forward to sizeable monetary savings within the organization and to completely new methods of performing some of the printing functions. I do agree, however, that if we must make personnel reductions in this division at some future date, they should be made in the staff rather than line branches. Enclosure 2 gives detailed information.

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SUBJECT: Manpower Survey

5. I expect to be able to inform you further in regard to both the status of the planning projects and to developments in the printing services production techniques field after the first of the year.

AMES A. GARRISON  
Director of Logistics

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Enclosures:  
As stated

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11. DOD Peacetime Logistical Support Agreement

For the past year, the Planning Staff, OL, has been negotiating a wartime logistical responsibilities agreement with the Department of Defense. The current wartime agreement is tied in with peacetime support agreements with the individual services, and it is desired to isolate the wartime agreement from peacetime agreements. When the separate wartime agreement is consummated, it is planned to re-evaluate the existing peacetime agreements to determine whether there is a requirement for an overall agreement with the DOD, as opposed to individual agreements with the services. Current thinking is that the present peacetime agreements will remain valid.

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ENCLOSURE 2

PRINTING SERVICES DIVISION

1. The staff assigned to the Office of the Chief, Printing Services Division, conducts studies of printing programs, problems, etc. These studies are designed to promote economies through the adoption of modern techniques and methods, and to keep the division fully informed of developments in the graphic arts field. We consider this necessary because of the need for greater speed and flexibility in Agency printing and the rapid changes taking place in the printing industry. Savings in money and manpower will be realized through the adoption of these new techniques and methods. Studies now in process include the following:

- a. Conversion of the Production of [redacted] from Mimeograph to Offset

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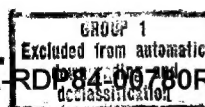
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This study is designed to change the method of printing [redacted] from mimeograph to offset by the introduction of Flexowriter tape for the typing of the offset masters. Printing will be accomplished on special press equipment which will print four-page signatures in a single operation. The use of Flexowriters for the typing of the offset master will permit a 50 percent reduction in the number of pages in each publication. This reduction will be accomplished by the use of 9-point type and filling each page to maximum capacity. Binding of the publications will be accomplished by a special machine which will gather, staple, and fold in a single operation. It is anticipated that the condensation of material and the use of offset paper in lieu of mimeograph paper will result in an annual savings of at least \$65,000. Further savings should be realized through a reduction in personnel required to print the publications.

- b. Use of Customer Prepared Tape for Typesetting on NIS Publications

The Printing Services Division staff has obtained the approval and cooperation of OBI in conducting tests using OBI prepared tape for retyping of NIS manuscripts. The plan is to experiment with this tape to see if it can be electronically converted to activate the linecasting machines in the Printing Services Division. This program has as its objective the use of this customer prepared tape in lieu of tape perforated by PSD operators. This plan may possibly eliminate the double keyboarding of some 30,000 manuscript folios per year. The

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second and equally important objective is to edit this tape prior to its use on the linecasting machines to eliminate errors in the typeset material. If successful, this will decrease the proof-reading effort required on this material. Another advantage possible from this system is the ease with which the NIS publications can be updated by making corrections to the tape. This eliminates standing type and resetting when revisions are printed.

c. Study of Composition Techniques

The staff is conducting a complete study of all typesetting problems and techniques employed by the Agency. This study is designed to determine the best method of doing this work in accordance with the latest techniques and improvements available and becoming available to the industry. This study will embrace photocomposing techniques and the advantages, if any, of this method of typesetting over that now employed. The staff will investigate possible use of tape, both customer furnished and PSD perforated, for use in photocomposing. All available photocomposing equipment is being studied in connection with various printing programs to determine the applicability of these programs. The principal target of this study is the NIS, the composition work of which now occupies some 50 people.

d. Automation of Printing Operations

This study has as its aim the improvement of present production methods by the introduction of automated printing equipment for the solution of specific problems in the Printing Services Division.

This requires constant study of new equipment and techniques. When commercial equipment is not available to solve a problem, the design and development of new equipment is accomplished by the Printing Services Division.

Examples of this type of project are:

(1) Tape editing which will permit greater use of customer tape for:

- (a) Direct plate composition
- (b) Hot metal composition
- (c) Photocomposition

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(2) An automatic device for simultaneous collation and distribution of [ ] intelligence reports.

(3) Automatic updating of distribution list for the [ ] and improvement and simplification of the dissemination procedure.

(4) Development of special apparatus and techniques for production of passport photographs which simulate commercial methods.

(5) Consultant to OCR on development of an automated dry microfilm printing apparatus for the Intellofax System.

(6) Support of project WALNUT for the design and development of automated microfilm input and printout equipment.

(7) The production of Russian and other exotic language composition to be drastically improved by the use of customer or PSD generated tape to operate the Linotype or other composing equipment. This system would eliminate many problems now present in the production of foreign language composition.

(8) Development of techniques for handling output of proposed computer translation system for FDD.

(9) Continuous liaison and study with ADPS on projects of mutual interest, and the projection of the effects of increased computer output on the future production requirements of the Printing Services Division.

(10) Investigation of methods for improving the legibility and formatting of the NIS Gazetteer with the possibility of using the machine language generated to automatically set place names, by photocomposition, for use in the Cartography Division.

e. Improvements of Printing and Photographic Processes and Techniques

A constant effort is made to develop and utilize new processes as they are required. Examples of new processes developed by the division and being evaluated are:

(1) Continuous Tone Printing - A simplified method of reproducing photographs by offset printing without the use of halftone screen.

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(2) Simplified Method for Full Color Offset Printing

This method will drastically reduce the time required for production of color separation positives and has been successfully utilized.

(3) Production of Halftones Using Logetronic Equipment

This method, still under study, will result in greater quality and standardization of halftones in the NIS.

(4) Simplified technique for multiple direct-image plate printing and binding. This technique will considerably expedite the flow of intelligence reports.

2. There are other similar studies constantly being made. One study will lead into other areas and generate other studies. Thus there is a certain amount of overlapping in all studies of this nature.

3. In addition to the type of study mentioned above, the PSD staff constantly advises other Agency components on printing programs and problems. The staff also conducts studies of new and proposed printing equipment and techniques. These studies are constant and they serve to keep PSD and the Agency fully informed of developments in the graphic arts field.

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